



# ANNUAL REPORT 2022

Together, Creating Healthy Communities





# MESSAGE FROM MILWAUKEE COUNTY EXECUTIVE DAVID CROWLEY



At the start of the year, I was troubled by things I saw happening in our community. Some being enduring effects from the pandemic, I felt as a community, we were in danger of going in the wrong direction. I brought our team together to discuss ways in which we could enact change. I challenged our staff to think outside of the box as to how we could reach people in a real way. The Department of Health & Human Services (DHHS) stepped up and took the lead, by **Creating Intentional Inclusion** with other departments across the County on ideas to promote health and healing in our neighborhoods. The result was the creative **“Community Health & Healing Series,”** which traveled to neighborhoods with the greatest needs featuring real community conversations addressing mental health and substance use disorder, access to countywide services, awareness brought to the issue of an increase in death by suicide, engaging students in conversations around mental health, and bringing together men in our community during Men’s Health Month (June) to connect them to county and community partner resources. What we discovered was that our community is full of hope and there are people committed to working toward change and willing to work with us.

DHHS is a department that leads by example and is working to change the narrative around social determinants of health. The department’s work to improve service delivery through **No Wrong Door** and a decade-long transformation of the Behavioral Health System, **Bridge the Gap**, by breaking down silos across the continuum of care to maximize access to and quality of services offered.

I’m incredibly proud of the team for moving forward with plans for a new Marcia P. Coggs building. A new health and human services facility is an **Investment in Equity** and will help address root causes of health disparities, another example of DHHS’s commitment upstream prevention to improve individual and community health.

**“By achieving racial equity, Milwaukee County will be the healthiest county in the state,”** is our vision. DHHS embarked on a department-wide educational journey around racial equity with their **“Creating Equity”** training series. We know we will not achieve racial equity overnight and that for all of Milwaukee County it will be part of our journey for the foreseeable future. I greatly appreciate the steps DHHS is taking to help us achieve this vision. I look forward to continued progress and innovation from our DHHS team.

**David Crowley**  
*Milwaukee County Executive*

# MESSAGE FROM DHHS LEADERSHIP



The Department of Health & Human Services (DHHS) continues to evolve philosophically, physically, and strategically to improve the health of individuals and the health of our community. 2022 was a year of great transformation, increased collaboration, and dynamic plans for the future of Milwaukee County health and human services.

After 40 years, the closing of the Mental Health Complex in September was a monumental event more than a decade in the planning. Behavioral health services continue to move to community-based locations, bringing services closer to those with the greatest needs. Significant investment in mental health and substance use disorder prevention is creating a healing environment strengthening intervention work.

Plans to build a new **Marcia P. Coggs building** are moving forward, bringing to fruition a building dedicated to delivering health and human services. Along with the adjacent new **Mental Health Emergency Center**, and plans to build **120** homes in the next three years in the neighborhood surrounding the Coggs center, a human services campus will serve as a community anchor and catalyst for economic development in a neighborhood plagued by disinvestment.

Addressing social determinants of health remains our highest priority, including a robust, combined Aging & Disability Resource Center (ADRC), integrated Children’s Services under Children, Youth & Family Services, comprehensively serving more children, youth and families, and developing fresh collaborations to create youth justice solutions and new investments to keep our young people closer to home and in our care. We are continuing our dedicated service to veterans and vulnerable residents, such as those experiencing homelessness through the **Housing First** approach.

As we physically and strategically come together as one DHHS, streamlining policies, procedures, and technology, all of us are implementing the **No Wrong Door** model and person-centered care as we create real change. As we work to better serve our external customers, we continue to look inward, focusing on quality and improving training and communications. We are reinvigorating our **Change Champions** initiative to ensure every DHHS staff member has access to department-wide information impacting those we serve and our employees who deliver the services.

We are mission-aligned with all county departments in achieving racial equity to become the healthiest county in the state and advance our vision for **DHHS: Together, Creating Healthy Communities**. We invite you to learn more about our 2022 journey in the following pages.

**Shakita LaGrant-McClain**  
*Executive Director*

**David Muhammad**  
*Deputy Director*





» DEPARTMENT OF HEALTH & HUMAN SERVICES

Consists of the following areas: Aging & Disabilities Services, Behavioral Health Services, Children, Youth & Family Services, Housing Services, Management Services, and Veterans' Services.

The Department of Health & Human Services serves **80,000+** residents annually via its approximately **740** staff members and a network of community-based partner agencies.



» CREATING EQUITY SERIES

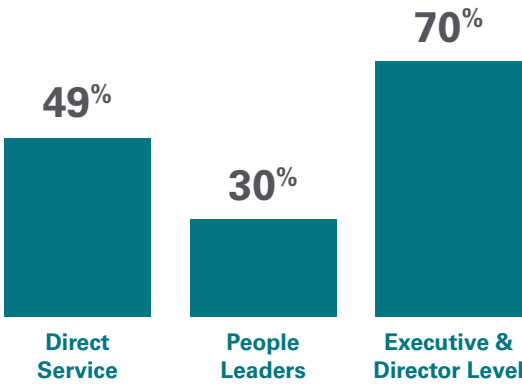
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If there is no struggle, there is no progress.

– Frederick Douglass

In 2022, DHHS embarked on a 15-month journey to improve awareness and understanding of racial equity with UBUNTU Research and Evaluation through the “**Creating Equity Series.**” All employees of DHHS were asked to participate in the training series. Change can be challenging and sometimes uncomfortable. The team continues to do the work of learning to unlearn and relearn for the sake of advancing race and health equity. Two-thirds of the way through the training, leadership conducted a point-in-time pulse survey of staff in September and found that **nearly half (49%)** of direct service staff reported changing their day-to-day practices as a result of the training.

PERCENTAGE OF DHHS STAFF WHO REPORT CHANGING THEIR DAY-TO-DAY PRACTICES



» A NEW HEALTH & HUMAN SERVICES BUILDING

This year, County Board Supervisors voted unanimously to approve **\$32 million** in American Rescue Plan Act (ARPA) funds to build a new Marcia P. Coggs Health & Human Services Building next to the current building within the King Park Neighborhood, a trusted location where health and human services have been delivered for more than **50** years. Remaining in the King Park Neighborhood is key to serving the community and with the adjacent Mental Health Emergency Center, a health and human services campus will serve as a community anchor, creating easier access to services including housing, mental health, and transportation resources.

The project is in the design phase and scheduled to be built by 2024. The new facility will be designed for the community, by the community, to deliver health and human services with dignity in a warm, welcoming, and accessible space where employees and participants will feel valued and respected.

“

Thank you to DHHS leadership for their efforts to create a long-term, fiscally responsible plan to continue upstream community investments. And, thank you to the members of the Committee on Finance for their unanimous vote to keep the building in the community and ensure our most vulnerable residents can come to an accessible and welcoming environment.

– County Executive David Crowley

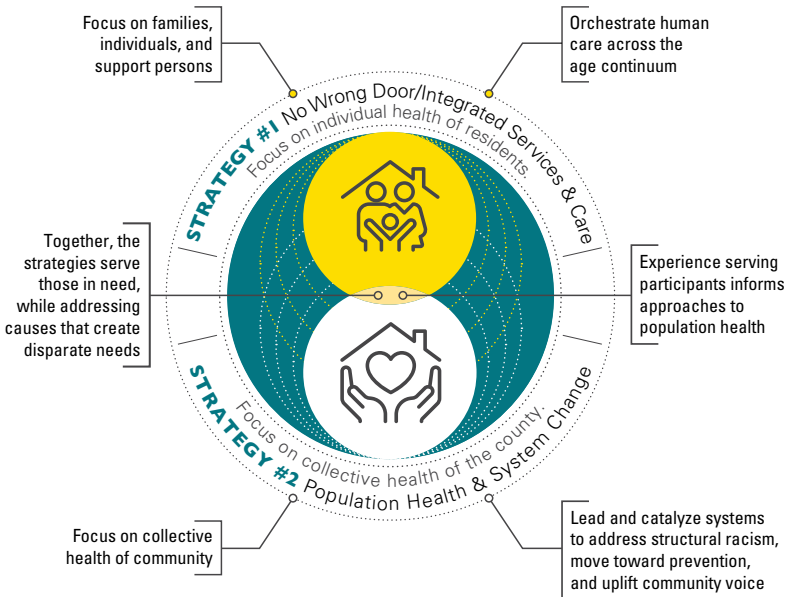


Architect rendering of the new Marcia P. Coggs building

» OPERATIONALIZING THE DHHS STRATEGIC PLAN

In 2022, DHHS continued to operationalize its *2020-2025 Strategic Plan: Creating Healthy Communities*. The work highlighted in this annual report advances the two strategies outlined in the plan moving the department closer to its Future State and 2025 goals.

The two mutually-reinforcing strategies place the individual and the community in the center of service delivery and address root causes of individuals’ needs and social determinants of health in the community. DHHS is in a unique position to advance the health of the County, and is moving forward with transformative work to better connect residents to services throughout DHHS and across the continuum of care.



DHHS STRATEGIC PLAN  
FUTURE STATE STAFF  
ROLLOUT SESSIONS

Communicating how DHHS’ future state strategies impact day-to-day work was a key component of the rollout of the DHHS Strategic Plan. In spring, a series of sessions were held for all DHHS staff, facilitated by staff, featuring peer conversations, elements of fun, and scenarios to demonstrate the effective implementation of No Wrong Door.

NO WRONG DOOR SUCCESS

Children, Youth & Family Services and Housing Services

A juvenile justice Human Service Worker (HSW) who supervises a 15-year-old learned the family was struggling. The mom of four recently lost her job and was \$3,100 behind on rent and utilities. She was served a five-day eviction notice with a court date in two weeks. She had no one to turn to for help.

The HSW decided to put the “no wrong door” policy into action. Her supervisor connected her with Housing Services. Within minutes, she was on the phone speaking to someone in Housing. He reached out to his contact at Community Advocates. It took about 10 days and several follow-up emails for results. A Community

Advocates worker attended the Zoom eviction court hearing with the mom. Community Advocates paid the \$3,100 owed through the eviction prevention initiative and the family stayed in their home. They were also able to pay three months of future rent to help her out of fight or flight mode and into planning mode. She was then able to focus on looking for a job with a wage that could support her family.

Children, Youth & Family Services, working with Housing Services, and DHHS partner Community Advocates made a tremendous difference for the future of this family.

» DHHS KEY PERFORMANCE INDICATORS

The following key performance indicators (KPIs) are a snapshot into the goals defined in multiple focus areas, including Racial and Health Equity, Organizational Development and Staff Support, and System Change/Partnerships/Advocacy. These KPIs describe how DHHS is executing the work and progressing toward

the Future State. Partnerships are critical in achieving the goals, especially those systemic in nature. Building relationships based on trust and transparent communication with partners is necessary to achieving the goals set forth. Alignment across the department is fundamental to goal attainment.

RACIAL AND HEATH EQUITY

	MEASURE	KEY PERFORMANCE INDICATOR	INDEX		TARGET BY 2025
			6/2020	6/2021	
Leadership D&I Commitment	Leadership visibly supports diversity and inclusion with their actions and not just words	# of staff who agree / total number of responses	58%	N/A	65%
Vendor Leadership Diversity	Vendor Leadership Race / Ethnicity	# of BIPOC vendor leaders / total number of vendors leaders	28%	42%	40%
Resource Allocation Diversity	Contracted Funds Awarded	# of dollars allocated to BIPOC-led agencies / total # of dollars allocated	--	25.67%	40%

ORGANIZATIONAL DEVELOPMENT AND STAFF SUPPORT

	MEASURE	KEY PERFORMANCE INDICATOR	INDEX		TARGET BY 2025
			6/2020	6/2021	
Employee Loyalty	Staff recommendation of agency to others as a great place to work	# of staff who agree / total number of responses	56%	N/A	65%
Workforce Diversity	Race / Ethnicity Representation of Staff	# of BIPOC staff / total number of staff	55%	50.4%	65%
Workforce Diversity	Race / Ethnicity Representation of Leadership (e.g., director, manager supervisor)	# of BIPOC leaders / # of leaders	32%	40.4%	40%

SYSTEM CHANGE/PARTNERSHIPS/ADVOCACY

	MEASURE	KEY PERFORMANCE INDICATOR	INDEX		TARGET BY 2025
			6/2020	6/2021	
Housing	Milwaukee County Homelessness	# of Milwaukee County residents experiencing homelessness	970	832	600





# COMMUNITY Health & Healing SERIES

*With County Executive David Crowley*

County Executive David Crowley and DHHS partnered with departments across the county in a series of events in the spring and summer, the **“Community Health & Healing Series,”** to normalize conversations around mental wellness, bring awareness to available resources, and eliminate barriers to services. The result was strong community engagement and connecting residents to resources in neighborhoods deeply affected by the pandemic and increased violence. A media campaign drove awareness of the events and increased awareness of issues facing the community.



After a violent start to the year, Milwaukee County Executive David Crowley, alongside Executive Director Shakita LaGrant-McClain, Department of Health & Human Services, joined Dr. Ramel Kweku Smith, PHD, LP March 10, at the Wisconsin Black Historical Museum for a discussion about normalizing conversations around mental wellness.



In March, Milwaukee County Executive David Crowley joined Behavioral Health Services, City of Milwaukee's Office of Violence Prevention, Sixteenth Street Community Health Centers, and others to discuss suicide awareness and prevention in response to a concerning increase in death by suicide in our community. While nationally death by suicide has trended down, Milwaukee County has seen a steady increase since 2019.



On May 3, in recognition of Children's Mental Health Awareness Week, County Executive David Crowley shared a video assignment for students related to mental health, and along with team members from Wraparound Milwaukee visited students at Ronald Reagan IB High School to discuss mental health issues facing high school students.



Performances from “Pieces: In My Own Words,” a popular local production highlighting mental health, was featured at multiple Health & Healing events. Milwaukee County Mental Health Board Member Brenda Wesley introduces the performance at the King Community Center.



**COMMUNITY Health & Healing SERIES**  
With County Executive David Crowley

**Community Open House**  
Celebrating NATIONAL MINORITY HEALTH MONTH  
PLEASE JOIN US! Milwaukee County is hosting a community open house in honor of National Minority Health Month, observed in April. National Minority Health Month aims to build awareness about the disproportionate burden of premature death and illness in people from racial and ethnic minority groups. Milwaukee County will highlight resources and services available to bridge the gap in health disparities.  
Tuesday, April 26 • 2 to 4 p.m.  
Dr. Martin Luther King Jr. Community Center  
1511 West Vliet Street - Milwaukee  
county.milwaukee.gov/HealthAndHealingSeries

**Back To School**  
for Children's Mental Health Awareness Week  
To put the focus on Children's Mental Health Awareness Week, County Executive David Crowley has given students at Reagan High School an assignment — and on Tuesday, May 3, he's going there to check their work.  
Watch online as students answer the questions in the county executive's project, share a video they've created about the supportive resources they've found in the community, and talk about what else they have been doing to bring awareness to mental health issues.  
Tuesday, May 3  
9 to 10 a.m.  
Reagan High School  
4955 South 26th Street - Milwaukee  
county.milwaukee.gov/HealthAndHealingSeries

**Men's Health Month Celebration**  
Featuring a Resource Fair, Men's Yoga & More!  
Awareness, Prevention, Education, Family. Join County Executive David Crowley for a Men's Health Month celebration, featuring men's yoga, a wide range of resources on healthy eating, mental health support and much more! Milwaukee County works to bridge the gap in health disparities by breaking down silos and maximizing access to and quality of services so health outcomes for everyone improve.  
Men's Health Month is observed internationally each June to raise awareness about health care for men and those encouraging them, men and their families to pursue healthy lifestyles, such as exercising and eating healthy.  
According to the U.S. Centers for Disease Control and Prevention, men in the United States die on average five years earlier than women and at higher rates from the three leading causes of death: heart disease, cancer and unintentional injuries.  
Thursday, June 30  
8 to 11 a.m.  
Washington Park  
400 West Vliet Street - Milwaukee  
county.milwaukee.gov/HealthAndHealingSeries



In celebration of Men's Health Month in June, an event was held in Washington Park featuring dozens of resources supporting all aspects of men's health, including men's yoga.



The Director’s Office and Management Services provide administrative guidance, accounting support, communications, training, and contract oversight to all DHHS program areas.

This year, DHHS continued to advance the department’s vision of **“Together, Creating Healthy Communities”** by further implementing the No Wrong Door model of customer service, continuing to move forward with the transformation of physical locations where services are delivered, and bridging gaps in services to address social determinants of health. Several key projects will improve racial and health equity across the community, meet families and individuals where they are, and increase the number of residents served with respect and dignity.

- The future of DHHS will include **a new Marcia P. Coggs building** designed for the community with input from the community, creating an accessible facility in a trusted location where health and human services have been delivered for more than **50** years. In close proximity to the new Mental Health Emergency Center, 1525 N. 12th Street, a human services campus will be created. In addition to plans to build **120** single-family homes in the surrounding neighborhood and significant investment in King Park are upstream investments in the health of the community.



DHHS Executive Director Shakita LaGrant-McClain, and other staff members, participate in the City of Greenfield Budget Town Hall to hear from residents about service priorities.

- In 2022, Behavioral Health Services **reached a significant milestone in the redesign of the behavioral health system** with the closure of the Mental Health Complex after more than 40 years, along with the transformation of bringing services into neighborhoods, including the opening of the new Mental Health Emergency Center.
- Plans are moving forward to **develop a Secure Residential Care Center for Children and Youth (SRCCCY)**, to ensure youth in the juvenile justice system remain close to home and in our care.
- A significant investment with community partners in quality, **affordable multifamily rental homes** in Milwaukee County suburban communities.
- More than **a dozen approved American Rescue Plan Act (ARPA) projects** will address disparities created by the pandemic, close gaps that currently exist through available services, and positively impact social determinants of health.



In November, DHHS leaders hosted a Fall Homecoming event to welcome Behavioral Health Services employees to the Coggs building, following the closing of the Mental Health Complex, and celebrate 2022 successes and plans for 2023.

Contract Administration is part of Management Services. In 2022, work continued to reflect the full diversity of the county at every level of DHHS contracting and dismantle barriers to diverse and inclusive contracting with BIPOC community partners.

**\$262,767,850**  
DHHS EXPENDED CONTRACTS FOR  
HEALTH AND SOCIAL SERVICES



**\$67,446,817**  
26% TO MINORITY OWNED OR  
MINORITY LED ORGANIZATIONS

**\$142,189,945**  
TOTAL EXPENDITURES FOR  
BEHAVIORAL HEALTH SERVICES



**\$47,635,584**  
33.5% TO MINORITY OWNED OR  
MINORITY LED ORGANIZATIONS

**45% OF CONTRACTED ORGANIZATIONS WERE  
MINORITY OWNED OR MINORITY LED; A 12.5% INCREASE  
OVER THE PRIOR YEAR**

### « EQUITY ADVANCEMENTS IN REQUEST FOR PROPOSAL (RFP) PROCESS »

**50%**

APPROXIMATE REDUCTION  
IN NUMBER OF FORMS  
AND SUBMISSIONS  
REQUIRED TO PARTICIPATE  
IN THE RFP PROCESS

**3 » 5**

INCREASE OF DIVERSITY  
AND INCLUSION IN THE  
MINIMUM NUMBER OF  
COMMUNITY MEMBER  
PARTICIPANTS IN EACH  
RFP REVIEW PANEL

**\$100 » \$150**

ADDED COMPENSATION  
FOR RFP PANEL MEMBERS  
IN 2021 AND INCREASED  
THE COMPENSATION  
PER PROPOSAL IN THE  
CURRENT YEAR



RELEASING A WIDELY  
PUBLICIZED REQUEST FOR  
REVIEWERS TO CREATE  
A PERMANENT POOL OF  
REVIEWERS AND INCREASE  
THE PARTICIPATION AND  
DIVERSITY OF COMMUNITY  
MEMBERS



## AGING & DISABILITIES SERVICES (ADS)

ADS includes the Office for Persons with Disabilities and the Aging Unit for the Area Agency on Aging.

## AGING & DISABILITY RESOURCE CENTER

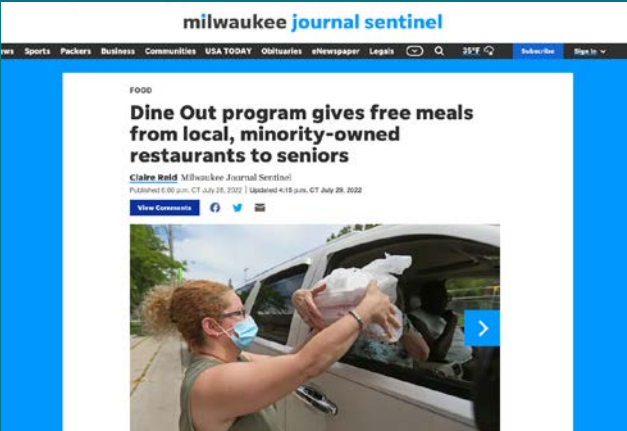
On January 1, the Aging Resource Center and the Disability Resource Center integrated into one Aging & Disability Resource Center (ADRC). This process was years in the making and came to fruition with the hard work and dedication of the Aging and Disabilities staff. With the integration and implementation of No Wrong Door, ADS is now serving clients as one service area from 18 years old to end of life.

» **ADRC has been increasing education and outreach to the Milwaukee County community and have reached more than 33,000 individuals with information about ADS services—a 42% increase over last year.**

## DINE OUT PROGRAM

Milwaukee County Area Agency on Aging's (AAA) new Dine Out program expanded this year and garnered awards and local media recognition. This exciting program expansion adds local minority owned restaurants to enhance the list of Senior Dining offerings. Diners can choose from delicious and culturally-diverse options while supporting minority-owned restaurants such as Daddy's Soul Food & Grille, Orenda Café, and Antiqua Latin Inspired Kitchen. An enormously successful outreach campaign to promote the Dine Out Program reached more than **10,000** residents and resulted in **1,000** new referrals. The program received media coverage in multiple outlets, including in the Journal Sentinel.

The Senior Dining Program served a half million meals this year. Two new caterers that are owned by people of color have been recruited to serve the Muslim Community Health Center meal site and the new Dine Out Program.



*Aging & Disabilities Services Resource Fair and Walk at Clinton Rose Senior Center in honor of World Elder Abuse Awareness Day, June 15.*

*On September 22, The Office for Persons with Disabilities hosted the Aging & Disabilities Services Meet and Greet Employee Appreciation event at Wil-O-Way Underwood.*

## FINANCIAL NAVIGATOR PROGRAM

One of the 2022-24 Area Aging Plan goals is to “Increase access to financial counseling, preretirement, money management. Increase assets available to older adults of color.” The AAA entered into a contract with Riverworks CDC, to expand its Financial Navigator program from a City of Milwaukee initiative to a program that will serve older adults with a dedicated Financial Counselor across Milwaukee County. Riverworks Financial Counseling program will assist older adults, particularly those in life transitions, to learn valuable money management skills, gain financial stability, and preserve their lifelong assets, changing the face of poverty by meeting people where they are at.

## ADULT PROTECTIVE SERVICES (APS)

Adult Protective Services continues to serve Milwaukee County residents at a high rate. APS received **1,766** referrals

in 2022, and over **90%** of those referrals were deemed appropriate for assignment. In addition to referrals, APS has supported more than **400** annual protective placement reviews. Annual protective placement reviews ensure Milwaukee County residents under a protective order are being served at the least restrictive level and they have adequate supports in place to meet their health and safety needs.

## OFFICE FOR PERSONS WITH DISABILITIES (OPD) SUMMER CAMP

OPD summer camp partnership with Easter Seals of southeast Wisconsin has continued with another three-year contract. This year the contract served **79** youth in camps between the two Wil-O-Way sites. In addition, **57** participants were served in the recreational programs which provide recreational opportunities for adults with disabilities.

## » 2022 SUCCESSES »

THE OLDER ADULT TRANSPORTATION SERVICE **PROVIDED MORE THAN 35,000 RIDES** TO MEDICAL APPOINTMENTS, GROCERY STORES, AND SOCIAL AND CULTURAL EVENTS.

**293 OLDER ADULTS ATTENDED** EVIDENCE-BASED DISEASE PREVENTION AND HEALTH PROMOTION PROGRAMMING THAT ARE SCIENTIFICALLY PROVEN TO REDUCE FALLS, MANAGE LONG TERM DISEASES INCLUDING DIABETES, AND MANAGE CHRONIC CONDITIONS.

COVID-19 VACCINE OUTREACH EFFORTS SPECIFICALLY FOR COMMUNITIES OF COLOR ON RADIO, TV, AND PRINT **REACHED AN AUDIENCE OF 40,000 RESIDENTS.**

IN 2022, THE AREA AGENCY ON AGING HAS **SERVED MORE THAN 10,000 OLDER ADULT RESIDENTS** AND PROVIDED NEARLY **75,000 UNITS OF SERVICE**, INCLUDING MEALS, RIDES, AND PROGRAMMING.



» **Aging & Disabilities Services participated in more than 400 outreach events this year, connecting with 40,000 people.**



The Office for Persons with Disabilities in partnership with Aging & Disabilities Services celebrated the 32nd Anniversary of the ADA with a well-attended Resource Fair at the Washington Park Senior Center.



The new Mental Health Emergency Center

## BEHAVIORAL HEALTH SYSTEM REDESIGN

Milwaukee County Mental Health Complex Permanently Closed and the Mental Health Redesign Reached New Milestone

### SERVICES TRANSITIONING TO COMMUNITY-BASED BEHAVIORAL HEALTH CARE MODEL

In September, Milwaukee County Mental Health Complex and Psychiatric Crisis Services (PCS), located for more than 40 years at 9455 W. Watertown Plank Road in Wauwatosa, permanently closed its doors, transitioning services to the new Mental Health Emergency Center, Granite Hills Hospital, and other community-based locations.

The transitioning of crisis services to the state-of-the-art Mental Health Emergency Center, located at 1525 N. 12th Street, marked the next phase in the redesign of Milwaukee County's behavioral health system, which began more than a decade ago. Significant developments include the newly-opened Granite Hills Hospital, an acute behavioral health care facility located at 1706 S. 68th Street in West Allis, and transitioning services to community partnerships, located in neighborhoods with the greatest need. This new model creates easier access to care, the expansion of crisis services and now the Mental Health Emergency Center, a historic public-private partnership between Milwaukee County and the area's four health

systems—Advocate Aurora Health, Ascension Wisconsin, Children's Wisconsin, and Froedtert Health.

Over the past 10 years the redesign has reached many important milestones, including:

- **Act 203** and the creation of the **Milwaukee County Mental Health Board** in 2014
- Partnership with the Milwaukee Police Department to create **Crisis Assessment Response Teams (CART)** to bring psychiatric crisis services to people in the community
- Creation of the **Crisis Mobile Teams (CMT)**, a non-police mobile response
- Development of **Team Connect**, which provides timely follow-up services for individuals discharged from the hospital
- Establishment of **Crisis Resource Centers** in 2007 leading to a total of **37** beds for **three** locations

Community-based locations where residents can get connected to services include **Access Clinics** located inside of Federally Qualified Health Centers. In November, Behavioral Health Services (BHS) Access Clinic North opened, marking the opening of a third Access Clinic in two short years. Access Clinics are in communities where the need is great. Each neighborhood where the clinics are located has a diverse population and the clinics serve a wide range of individuals.



LEFT: Aging & Disabilities Services team at the Walk to End Alzheimer's. RIGHT: The Milwaukee County Falls Prevention Coalition raised awareness among older adults at a series of events in September. The events focused on helping older adults complete fall risk assessments to better understand their risk factors.



DHHS was a sponsor of iHeart Media and V100.7's community event Sista Strut to raise awareness about breast cancer risks among women of color.



This was a monumental year for Behavioral Health Services (BHS), reaching a major milestone in the redesign of the behavioral health system with the opening of the new **Mental Health Emergency Center** and the closing of the Mental Health Complex, transitioning services to community-based settings. Examples include the opening of the new **Milwaukee County Mental Health Clinic**, which expands services for youth and young adults, and the opening of **Access Clinic North**, the third Access Clinic in just two years. The publication of the Wisconsin Policy Forum’s (WPF) report, *“Road To Recovery: Improving substance use disorder services in Milwaukee County”* acknowledges Behavioral Health Services leadership and new opportunity in this area, and the new Mental Health Emergency Center won the WPF’s prestigious **David G. Meissner Award for Public-Private Cooperation**.

### MILWAUKEE COUNTY MENTAL HEALTH CLINIC

The behavioral health service transition presented an opportunity to make behavioral health services more accessible for youth and young adults (5-23). This year, BHS opened the Milwaukee County Mental Health Clinic in Shafi Plaza, 1919 W. North Ave., Milwaukee 53205. This new central location, in the 53205 zip code, is in an area with the greatest unmet needs and has a significant prevalence to where many families, who are enrolled in programming, reside. By having a location in this zip code, it improves access to services by enhancing transportation options, such as having access to multiple bus routes. The Clinic began operating from this new location as of September 2022 and currently provides services to youth and young adults enrolled in Milwaukee County programming, which includes enrollment in Wraparound Milwaukee and Comprehensive Community Services for Youth (CCS). With the closure of the BHS Watertown Plank location,



proactively, the Clinic was focused on maintaining services and moving to a community location. In addition to providing medication management services, the Clinic has expanded their service array to provide psychotherapy services, with a future initiative to provide substance abuse remediation services.

### NEW GIRLS YOUTH CRISIS STABILIZATION FACILITY

Children’s Community Mental Health Services and Wraparound Milwaukee has opened a new **Girls Youth Crisis Stabilization Facility (YCSF)**, “Masana,” in partnership with Lad Lake Inc. This facility is a four-bed unit offering support to female youth ages 13 to 17 years who are experiencing a mental health crisis by providing short-term crisis stabilization and treatment services. It is a link of the continuum of care as an alternative or transition placement for stabilization, instead of a more restrictive setting such as inpatient hospitalization or a detention facility. A youth’s length of stay is determined by each individual team based on their unique stabilization needs. The program is designed to be a short-term, solution-focused, and collaborative effort in helping youth discharge safely back into their community setting.

### GRAB & GO EVENTS

Children’s Community Mental Health Services and Wraparound Milwaukee continue to offer the ever-growing and popular Grab & Go events in partnership with Owen’s Place, a drop-in resource center operated in conjunction with St. Charles Youth & Family Services. Grab & Go events were hosted the last Wednesday of each month from March through October to support over **700** people in our community. This has been a great opportunity to meet families in the surrounding neighborhoods, building community amongst each other, and offering people a safe space to receive support, a connection to others, especially for families who may be in need of mental health support. The Grab & Go events will continue in 2023.



*Grab & Go events provide basic necessities and connection to resources eight months out of the year.*

### NO WRONG DOOR SUCCESS

#### Children, Youth & Family Services, and Behavioral Health Services

The staff at CYFS worked with the Behavioral Health Services team to help a young man in crisis. The team met, discussed the case, de-escalated the situation, discovered he was enrolled in Children’s Long-Term Services (CLTS), found him a place to stay, and found resolution to a complex case.

At least six staff members from both areas worked together with doctors at Psychiatric Crisis Services (PCS) who denied him admission, but were the ones who discovered in a computer search that he is actually enrolled in Children’s Long-Term Support Program, a major breakthrough, given his needs and the difficult placement dynamics. PCS gave him a place to sleep that night and a pair of pajamas—this made a huge difference. Recommendations for how to manage activities and care the next day helped and were successful. CYFS and Wraparound leadership in getting the CLTS meeting scheduled was very helpful. There were some serious systemic barriers to be explored in order to strengthen care, and frayed nerves of some system partners, while compassionate care and a safe landing place for this young man was sought. There is still more to do, but the team rose to a level of engagement that exemplifies No Wrong Door.



## BETTER WAYS TO COPE CAMPAIGN FOCUSES ON PREVENTION

Milwaukee County Behavioral Health Services executed a yearlong awareness campaign to address substance use disorder called “Better Ways To Cope.” This multi-faceted campaign drove awareness around County-supported resources and community partners for substance abuse treatment and prevention. The campaign was anchored by a website, [betterwaystocope.org](https://betterwaystocope.org), with comprehensive information about how people can get connected to resources. Messages were featured on radio, transit, billboards, and social media. Compelling radio and video spots were created through an ongoing “**Mental Health Minute**” feature with behavioral health professionals.

66+ MILLION

CAMPAIGN REACH IN MILWAUKEE COUNTY

Take a 60 second stress break.

Listen now at [BetterWaysToCope.org](https://BetterWaysToCope.org)

24-Hr Crisis Line **414-257-7222**



Mental Health MINUTE

## MULTI-MEDIA CAMPAIGN EVOLVES INTO A MOVEMENT

This multi-faceted movement is designed to increase access to information and resources to reduce overdose deaths, prevent substance misuse disorder, and increase healthy coping choices.

### WORKSHOPS

Based on the strength of the Better Ways to Cope (BWTC) campaign, the Behavioral Health Services prevention team, developed a Prevention Collective Training Series workshop entitled, “*How Are You Coping?*” This hour-long workshop immerses participants in video content, live demonstrations, and free harm reduction resources. The goal of the workshop is to increase understanding of substance use disorder issues impacting Milwaukee County, provide an overview of the BWTC campaign, and the ability to use harm reduction supplies such as gun locks, Narcan, and Fentanyl test strips. Participants also get a BWTC T-shirt!

## GRANTS TO COMMUNITY PARTNERS

BWTC was made possible through a grant from the Wisconsin Department of Health Services and features a targeted allocation of financial resources to local partner agencies providing services in this space. These sub-grants greatly expand the reach of the campaign and focus on community-based processes, providing ongoing networking activities and technical assistance, investing in alternative activities, and education and information dissemination.



Milwaukee County’s **Housing First Program** is a nationally recognized model rooted in collaboration and dedicated to the reduction of individuals experiencing homelessness and shortening the length of time individuals experience homelessness. Housing Services partners with the City of Milwaukee, business leaders, and community partners to address the unsheltered homeless. The collective work across Milwaukee County to address homelessness was recognized this year by leaders in cities across the country, including the City of Nashville, and was featured at the “Housing is a Human Right Conference” in Princeton, New Jersey, and at a housing policy summit at the University of Southern California.

Achieving a **70 percent** reduction in unsheltered homeless count per capita from one year to the next far exceeds any county of comparable size. Since the start of Housing First in 2015, Milwaukee has seen a **92 percent** reduction in the unsheltered population.

## EMERGENCY RENTAL ASSISTANCE/ EVICTION PREVENTION

In November, DHHS Housing Services received **\$15 million** from the U.S. Department of the Treasury for the Emergency Rental Assistance program under the American Recovery Program (ERA2). The funds will continue Milwaukee County’s rental assistance program operated in partnership with Community Advocates.

» **Milwaukee County has distributed \$65.4 million in ERA2 funds since June 2020 through a partnership with Community Advocates. To date, the program has prevented evictions for 12,000 unique households.**

## NEIGHBORHOOD INVESTMENT

Housing Services continues to advance racial equity by winning a **\$7.5 million** competitive state Neighborhood Investment Fund Grant that will help build up to **120** brand new single family homes in the neighborhood surrounding the Coggs building focused on minority home ownership and help with the revitalization of King Park.

## RIGHT TO COUNSEL

**Eviction Free MKE** launched in September 2021. The program provides free extended legal representation for every Milwaukee County household under 200% of the poverty guideline.

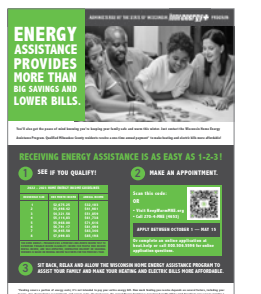
### RESIDENTS SERVED

- **3,044** households were served as of September of this year
- Eviction Free MKE represents about **1 in every 4** eviction cases filed in Milwaukee County

Prior to the launch of Eviction Free MKE, less than 3% of tenants had legal representation in their eviction filing. Now about 1 in every 4 eviction cases filed has an Eviction Free MKE attorney assisting the tenant through their case.

## ENERGY ASSISTANCE

Milwaukee County Energy Assistance and Weatherization is administered by the State of Wisconsin HomeEnergy Plus Program, in partnership with Community Advocates and UMOS, to help families keep their homes safe and warm during the winter months. This year, a total of **54,418** Milwaukee County Households received Energy Assistance. The program also provided a total of **350** furnace repairs and **413** furnace replacements to Milwaukee County residents.





## SUCCESS STORY

### Suburban Ministry ‘Heritage Home Delivers’ Celebrates Furnishing More Than 150 Homes for Milwaukee County Housing Services’ Formerly Homeless Clients

In October, Heritage Home Delivers (HHD) of Heritage Presbyterian Church in Muskego and Housing Services, celebrated a two-year partnership resulting in more than **150** apartments being furnished for people newly coming out of homelessness. HHD relies solely on charitable donations and volunteers. Each person who has recently been connected to housing gets a bed, dresser, couch or love seat, fabric chair or recliner, kitchen table and chairs, lamps and side table.

“During the pandemic, we wanted to support those most in need. We got connected to Milwaukee County Housing Services and realized the need was tremendous. That, even though the system will connect someone to housing, it does not provide furniture. For someone just coming out of homelessness, we want to help them to have more than a place to live, but to truly find themselves at home,” said Rev. Michelle Henrichs of Heritage Presbyterian Church. “I’m incredibly thankful to those who donate and our dedicated team of volunteers who deliver furniture weekly.”

The cost of deliveries is considerable and includes storage, truck rental, gas for rental, new sheets, bed frame, and welcome tub that includes a bucket with cleaning supplies, hangers, kitchen and bath towels, kitchen utensils, silverware, plates, bowls, glasses, and upon request, a microwave.



Volunteers Ron and Glenn collect donations and deliver furniture to Milwaukee County Housing Services clients on a weekly basis.

The children’s system of care aims to enhance community wellbeing. While partnering with families, Children, Youth & Family Services (CYFS) integrates the work of disabilities services, family and treatment courts, youth justice, health, mental health, child welfare, education, and other community organizations through team decision-making and addressing inequities.

## CHILDREN’S DISABILITIES PROGRAMS

Children’s Long-term Support (CLTS) and Children’s Community Options Program (CCOP) enrollment has increased more than **40%** over the past few years and currently there are approximately **2,233** children and youth enrolled. CLTS and Comprehensive Community Services (CCS) dual enrollment has increased throughout 2022 due to intentional efforts across DHHS, now serving **over 100** kids. CLTS hired a Disabilities Services Coordinator and an additional Human Service Worker to meet the demands of CLTS/CCOP’s increasing enrollment.

Children’s Disability Program (CDP) sent over **20** families to the Circles of Conferences, NAMI and Autism Conferences this year. CDP has collaborated with the youth justice team to ensure that if there is need identified for CLTS services for a justice involved youth, their siblings or other family members, then a referral will be made for a screening and assessment to connect kids and families to available resources.

### » Over 2,300 children were served in the Birth to 3 Program in 2022.

CLTS/CCOP is successfully collaborating with the Aging & Disabilities Resource Center ADRC with receiving referrals for youth that are coming through the door months before their 18th birthday. Both the Children’s Functional Screeners and the Adult Functional Screeners complete the functional screen to determine eligibility for both programs. The goal is to ensure that individuals coming in the door at any age are given the opportunity to receive services and a smooth transition into adult programs.

Milwaukee County Birth to 3 Program was awarded a **\$200,000** grant to help support children and family recover from the pandemic. Additionally, the Birth to 3 Program has partnered with Promote Local, a marketing agency to promote the importance of child development and early intervention services to the community, creating videos and making referrals accessible to families by updating the website. A total of **155** referrals were submitted utilizing the website in 2022. Over **3,000** children were referred to the Birth to 3 Program this year, a **10%** increase since the start of the pandemic in 2020.

## NEW SECURE RESIDENTIAL CARE CENTER FOR CHILDREN AND YOUTH (SRCCCY) MOVES FORWARD

By developing a SRCCCY in Milwaukee County, young people will be closer to home and in the care of CYFS. The SRCCCY will build a system of care that expands the current detention center, smartly addressing current reality, and allowing CYFS to have oversight of interventions and care. In addition to the benefit of proximity to community partners doing the work. It is necessary and possible to establish a new paradigm of youth justice that assures our youth receive proper care under conditions that promote growth and affirms, rather than destroys, the social contract between youth and society.



CYFS Team



## CREDIBLE MESSENGER PROGRAM:

### Changing Lives One Young Person at a Time

Demetrius was involved in the youth justice system and didn’t see any point to finishing high school. Until he met Chaz Fortune with Youth Advocate Program (YAP). Chaz persistently reached out to Demetrius’ mom and was able to connect with Demetrius. At the time, Demetrius was on the cusp of being in the deep of the system. Chaz’s intervention included meeting the whole family, sitting down to meals, getting to know Demetrius, and finding out about his interests.

A critical component to a young person’s success is enhancing their family relationships, along with relationships with those in the community. The Credible Messenger Program is a key strategy that provides mentorship and helps young people establish meaningful relationships with adults that can help guide them in making better choices. Credible Messenger is designed to align with evidence that supports pathways to desistance. Key activities allow for identity development, social development, and allow participants to identify strengths to want to desist from crime.

The program partners with five community-based organizations, 414 LIFE, Milwaukee Christian Center, Running Rebels, Westcare, and YAP. Each partner organization has a unique area of focus. Credible Messengers are available 24/7 to respond to the needs of high risk youth, their families, and incidents of community level trauma.

After months of spending time together, and working with Demetrius’ mom to get him on a better track, including some early morning wake-up calls to get him to school, Chaz learned that Demetrius is skilled in automotive repair. That he someday wants his own car detailing business. Because of Chaz’s involvement in Demetrius’ life, he is on track to graduate high school and start his own business. Demetrius and his mom found a garage to rent, and he plans to open his own business after high school.



*\*Of the 65 CYFS (Intervention) youth with Credible Messenger Pilot Program hours reported, 50 youth (77%) have desisted since they began the program.*

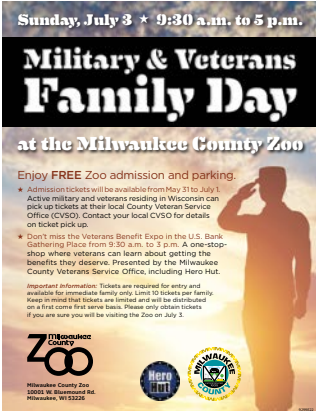
The pilot program created pathways to desistance.

**DESISTANCE:** the process by which criminality, of the individual risk for antisocial conduct declines over the life-course, generally after adolescence.

## VETERANS’ SERVICES

Supporting veterans and their families with benefit needs.

This year, the Milwaukee County Veterans’ Service Office (MCVSO) serviced more than 3,500 Veterans, dependents, and survivors who came to the office seeking assistance for various services such as disability compensation claims, pension applications, burial claims and assistance, educational claims, WDVA state aid grants, eviction assistance services, energy assistance, and a host of other services.



### » 2022 SUCCESSES »

THE MCVSO IN PARTNERSHIP WITH THE MARQUETTE VOLUNTEER LEGAL CLINIC PROVIDED **PRO-BONO LEGAL SERVICE TO OVER 100 VETERANS AND FAMILY MEMBERS.**

MCVSO **PROVIDED 60 GRANTS** TO VETERANS NEEDING FINANCIAL, DENTAL, RENTAL, ENERGY, AND BURIAL ASSISTANCE THROUGH THE MILWAUKEE COUNTY NEEDY VETERAN FUND AND THE ASSISTANCE TO NEEDY VETERANS GRANT.

MCVSO HOSTED THE ANNUAL MILITARY AND VETERANS FAMILY DAY AT THE ZOO, FEATURING **24 SERVICE PROVIDERS AND MORE THAN 6,000 PARTICIPANTS.**





## » DHHS GOVERNANCE BOARDS

The Milwaukee County Department of Health & Human Services (DHHS) answers to the Milwaukee County Board of Supervisors as both a policy and budgetary body. The Milwaukee County Mental Health Board, which as of 2015 Wisconsin Act 203, holds that same authority over Behavioral Health Services. DHHS maintains multiple governing boards that serve in an advisory and advocacy capacity.

### AGING AND DISABILITY RESOURCE CENTER (ADRC) GOVERNING BOARD

**Purpose statement:** The ADRC’s mission is to provide older adults and people with disabilities the resources needed to live with dignity and security and achieve maximum independence and quality of life. The goal of the ADRC is to empower individuals to make informed choices and to streamline access to the appropriate services and supports.

#### BOARD MEMBERS

- Pat Bruce M.T.S, CSW** | *Chair, Aging Representative*
- Rachael Bush** | *Vice Chair, Aging Representative*
- Colleen Galambos PhD, DSW** | *Member, Professional for Aging Representative*
- Tracie Horton MSB** | *Member, Aging Representative*
- Debra Jupka** | *Member, Aging Representative*
- David Lillich MD** | *Member, Aging Representative*
- M. Kent Mayfield M.Div., PhD** | *Member, Aging Representative*
- William Meunier** | *Member, Aging Representative*
- Brennan O’Connell** | *Member, Disabilities Representative*
- Cindi Pichler** | *Member, Professional for Disabilities Representative*
- Harvey Ross** | *Member, Disabilities Representative*
- Kiran Sagar MD** | *Member, Aging Representative*
- Levi Stein** | *Member, Disabilities Representative*

### COMMISSION ON AGING

**Purpose Statement:** The Milwaukee County Commission on Aging is responsible for developing, administering, and implementing a comprehensive, coordinated human service system for community based services for county residents aged sixty (60) years and older, for assessing the major issues and needs of older adults, and for developing and implementing a plan and services to support older adults to live healthy and engaged lives in the community. The Commission has accountability and fiscal responsibility for all funds allocated through the state office on aging.

#### CURRENT COMMISSIONERS

- Janice Wilberg, PhD** | *Chair; Chair, Advisory Council*
- John Griffith** | *Advocacy Committee, Select Committee on Senior Centers*
- Amber Miller** | *Vice Chair; Chair, Service Delivery Committee*
- Elliott Moeser, PhD** | *Legislative Officer; Chair, Advocacy Committee*
- Sequanna Taylor** | *County Supervisor*
- Gloria Pitchford-Nicholas, EdD** | *Chair, Select Senior Centers Committee*
- Gloria Miller** | *Chair, Wellness Committee*
- Ronald Byington**
- Terrence Regan Moore, Sr.**
- Cherie Swenson**
- Cindy Van Vreede**

## MILWAUKEE COUNTY MENTAL HEALTH BOARD

**Purpose Statement:** The Milwaukee County Mental Health Board oversees Behavioral Health Services (BHS) of the Milwaukee County Department of Health & Human Services, which is responsible for ensuring the provision of mental health services to county residents. Established in 2014, the board is comprised of mental health professionals, advocates, consumers/family members, and providers representing the continuum of care within Milwaukee County. The board sets policy regarding BHS programs and services, provides effective fiscal stewardship of the BHS budget, and reviews the quality of BHS services for the County’s diverse population through a community-based, person-centered, recovery-oriented approach.

#### MENTAL HEALTH BOARD MEMBERS

- Maria Perez, PhD, LCSW** | *Chair, Committee Member, Executive and Governance*
- Mary Neubauer, MSW, CPS** | *Vice Chair, Quality Committee Chair, Community Member—Community Engagement, Executive, Finance and Governance*
- Kathleen Eilers, RN, MSN** | *Secretary, Committee Member—Finance, Governance and Quality*
- Shirley Drake, BS, CPS** | *Committee Member, Community Engagement and Quality*
- Rachel Forman, PhD** | *Committee Member—Quality*
- Sheri Johnson, PhD**
- Kenneth Ginlack** | *Chair, Governance Committee, Committee Member—Community Engagement*
- Rev. Walter Lanier, M.Div, JD** | *Committee Member—Community Engagement*
- Dennise Lavrenz, RN, MBA, CENP** | *Chair, Community Engagement Committee, Committee Member—Finance and Quality*
- Jon Lehrmann, MD** | *Committee Member—Finance*
- Tom Lutzow, PhD, MBA** | *Chair, Finance Committee, Committee Member—Executive and Governance*
- LaNelle Ramey** | *Member*
- Dr. Amy Ridley Meyers, PhD**

## MILWAUKEE COUNTY MENTAL HEALTH BOARD COMMUNITY STAKEHOLDER ADVISORY COUNCIL

**Purpose Statement:** The Milwaukee County Mental Health Board Community Stakeholder Advisory Council seeks to strengthen the county’s overall strategy for addressing behavioral health within the community by providing real-time feedback and consumer connection, supporting BHS’ redesigned community-based mental health care model. It also serves as a resource to the Mental Health Board by gathering information regarding the quality of the experience mental health care consumers, families, and advocates receive when using BHS supported services, including Granite Hills Hospital and the Mental Health Emergency Center (MHEC).

#### COMMUNITY STAKEHOLDER ADVISORY COUNCIL MEMBERS

- Brenda Wesley** | *Chairperson*
- Mary Neubauer** | *Peer Advocate*
- Sandra Pasch** | *Peer Advocate and Family Member*
- Desilyn Smith** | *Peer Advocate and Family Member*
- Jona Morales** | *Peer Advocate*
- William Muhammad** | *Family Member*
- Darnelle Bowles** | *Faith Community*
- Lutrena Johnson** | *Family Member*
- Troney Small** | *Peer Advocate and Family Member*
- Claire Keys** | *Peer Advocate*
- John Griffith** | *Aging and LGBTQ*



Dr. Maria Perez, Mental Health Board Chair



COMBINED COMMUNITY SERVICES BOARD

**Purpose Statement:** The Combined Community Services Board (CCSB) is an appointed body of Milwaukee County residents who review and make recommendations regarding programs governing services for persons with behavioral, physical, and developmental disabilities, infants through the elderly. The CCSB meets six times a year.

BOARD MEMBERS

**Dennise Lavrenz, RN, MBA, CENP** | Chair, Mental Health Board member, Mental Health Community Engagement chair

**Julie Alexander** | Advocate, Independence First

**Cindy Bentley** | Advocate, People First, Special Olympics

**Lisa Burg** | Advocate

**Priscilla Coggs-Jones** | District 13 Milwaukee County Supervisor, Advocate

**Luanne McGregor** | Advocate

**Robyn R. Rodgers** | Case Manager, Advocate

**Duncan Shrout** | Former Mental Health Board member and Behavioral Health program advocate

**Tiffany Payne** | Advocate



Mary Neubauer, Mental Health Board Vice Chair, shares her personal story at a suicide awareness event.

MILWAUKEE COUNTY COMMISSION FOR PERSONS WITH DISABILITIES

**Purpose Statement:** The county Commission for Persons with Disabilities is created to promote the independence of disabled persons through the removal of attitudinal and environmental barriers and to promote a maximal level of independence with dignity for all disabled persons.

COMMISSION FOR PERSONS WITH DISABILITIES MEMBERS

**Damian Buckman** | Program Access Committee

**Allison Caudill**

**Deb Falk-Palec** | Executive Committee, Chair Program Access Trust Fund

**John Haupt** | Chair, Facilities Access Committee

**County Board Supervisor Willie Johnson Jr.** | Wil-O-Way Committee

**Anne Kearney** | Wil-O-Way Committee

**Denise Koss** | Executive, At-Large, Facilities Access and Program Access Committees

**Barbara Leigh** | Program Access Committee

**Marcia Perkins** | Executive Committee, Secretary, Trust Fund

**Margaret Steimle** | Vice Chair, Executive Committee, Chair, Wil-O-Way Committee



Executive Director Shakita LaGrant-McClain and Dennise Lavrenz, CCSB Board Chair, at the Mental Health Emergency Center open house.

2022 BUDGET SUMMARY

	EXPENDITURES	REVENUE	TAX LEVY
MANAGEMENT SERVICES	\$1,254,370	\$363,500	\$890,870
AGING & DISABILITIES	\$33,005,864	\$26,376,308	\$6,629,556
HOUSING	\$35,862,347	\$28,745,165	\$7,117,182
CHILDREN, YOUTH & FAMILY	\$80,598,425	\$63,132,586	\$17,465,839
BEHAVIORAL HEALTH	\$248,138,048	\$195,138,048	\$53,000,000
TOTAL	\$398,859,054	\$313,755,607	\$85,103,447

DO THE RIGHT THING COMMITTEE

DHHS’ internal employee recognition initiative, the “Do The Right Thing Committee,” recognizes staff for exemplifying the DHHS P.R.I.D.E. Values: Partnership, Respect, Integrity, Diversity and Excellence.

In September, the committee collaborated with Milwaukee County Parks to host a “Fall Fling,” an employee engagement event to give staff the opportunity to spend time together outside of the office. The event was held at South Shore Terrace (2900 S. Shore Dr.) and featured giveaways, games, and fun.







MILWAUKEE COUNTY  
**DEPARTMENT OF  
HEALTH & HUMAN  
SERVICES**

For more information, please visit:  
[county.milwaukee.gov/DHHS](https://county.milwaukee.gov/DHHS)

**1220 W. Vliet Street | Milwaukee, WI 53205**